

1 AN ORDINANCE authorizing an Agreement by and between
2 the City of Fort Wayne, Indiana and the International
3 Association of Chiefs of Police, Inc. (for the purpose
4 of assessing candidates for the ranks of Captains,
5 Deputy Chiefs, Assistant Chief, and Chief of the
6 Fort Wayne Police Department

7 WHEREAS, the City of Fort Wayne deems it desirable
8 and in the best interest of the public to more professionally
9 assess candidates for the ranks of Captains, Deputy Chiefs,
10 Assistant Chief, and Chief of the Fort Wayne Police Department;
11 and

12 WHEREAS, the International Association of Chiefs of
13 Police, Inc., hereinafter referred to as "IACP", provides
14 such a professional assessment through its "Assessment Center
15 Program".

16 NOW THEREFORE BE IT ORDAINED BY THE COMMON COUNCIL
17 OF THE CITY OF FORT WAYNE, INDIANA:

18 SECTION 1. The City of Fort Wayne is hereby authorized
19 to enter into the annexed Agreement, made a part hereof, with
20 IACP, and that furthermore, under said Agreement, the City is
21 authorized to pay IACP, for services rendered under said
22 Agreement, a maximum sum of Thirty-Seven Thousand Nine Hundred
23 Dollars (\$37,900.00) or any lower sum as determined in said
24 Agreement, and in exchange for said sums paid by the City of
25 Fort Wayne to IACP, said IACP shall provide to the City of
26 Fort Wayne an Assessment Center Program to more professionally
27 assess candidates for the ranks of Captains, Deputy Chiefs,
28 Assistant Chief, and Chief of the Fort Wayne Police Department,
29 Fort Wayne, Indiana.

30 SECTION 2. That said IACP, for the services to be
31 rendered under said Agreement, annexed hereto as a part hereof,
32 shall be paid according to this Ordinance, subject to all
appropriate budgetary provisions.

SECTION 3. If any section, clause, sentence, paragraph, part or provision of this Ordinance shall be held invalid, it shall be conclusively presumed that this Ordinance would have been passed by the Common Council without such invalid section, clause, sentence, paragraph, part or provision.

SECTION 4. This Ordinance shall be in full force and effect from and after its passage and approval by the Mayor.

Councilman

Approved as to form and legality
this 22 day of May, 1981.

Bruce O. Boxberger
Bruce O. Boxberger, City Attorney

Read the first time in full and on motion by V. Schmidt, seconded by Delaney, and duly adopted, read the second time by title and referred to the Committee Finance (and the City Plan Commission for recommendation) and Public Hearing to be held after due legal notice, at the Council Chambers, City-County Building, Fort Wayne, Indiana, on _____ the _____ day of _____, 19____, at _____ o'clock _____ M., E.S.T.

DATE: 6-2-81

Charles W. Westerman
CHARLES W. WESTERMAN
CITY CLERK

Read the third time in full and on motion by V. Schmidt, seconded by Delaney, and duly adopted, placed on its passage. PASSED (LOST) by the following vote:

	<u>AYES</u>	<u>NAYS</u>	<u>ABSTAINED</u>	<u>ABSENT</u>	<u>TO-WIT:</u>
<u>TOTAL VOTES</u>	<u>2</u>	<u>7</u>	_____	_____	_____
<u>BURNS</u>	_____	<u>✓</u>	_____	_____	_____
<u>EISEBART</u>	<u>✓</u>	<u>✓</u>	_____	_____	_____
<u>GIAQUINTA</u>	<u>✓</u>	<u>✓</u>	_____	_____	_____
<u>NUCKOLS</u>	_____	<u>✓</u>	_____	_____	_____
<u>SCHMIDT, D.</u>	_____	<u>✓</u>	_____	_____	_____
<u>SCHMIDT, V.</u>	_____	<u>✓</u>	_____	_____	_____
<u>SCHOMBURG</u>	_____	<u>✓</u>	_____	_____	_____
<u>STIER</u>	<u>✓</u>	_____	_____	_____	_____
<u>TALARICO</u>	_____	<u>✓</u>	_____	_____	_____

DATE: 6-23-81

Charles W. Westerman
CHARLES W. WESTERMAN - CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana, as (ZONING MAP) (GENERAL) (ANNEXATION) (SPECIAL) (APPROPRIATION) ORDINANCE: (RESOLUTION) No. _____ on the _____ day of _____, 19____.

ATTEST: (SEAL)

Charles W. Westerman
CHARLES W. WESTERMAN - CITY CLERK

PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the _____ day of _____, 19____, at the hour of _____ o'clock _____ M., E.S.T.

Charles W. Westerman
CHARLES W. WESTERMAN - CITY CLERK

Approved and signed by me this _____ day of _____, 19____, at the hour of _____ o'clock _____ M., E.S.T.

WINFIELD C. MOSES, JR.
MAYOR

*Hold for one week
GIBBART
[Signature]*

BILL NO. S-81-05-16

REPORT OF THE COMMITTEE ON FINANCE

WE, YOUR COMMITTEE ON Finance TO WHOM WAS REFERRED AN
ORDINANCE authorizing an Agreement by and between the City of Fort
Wayne, Indiana and the International Association of Chiefs of Police,
Inc. (for the purpose of assessing candidates for the ranks of
Captains, Deputy Chiefs, Assistant Chief, and Chief of the Fort
Wayne Police Department

HAVE HAD SAID ORDINANCE UNDER CONSIDERATION AND BEG LEAVE TO REPORT
BACK TO THE COMMON COUNCIL THAT SAID ORDINANCE Do not PASS.

VIVIAN G. SCHMIDT, CHAIRMAN

Vivian G. Schmidt

JAMES S. STIER, VICE CHAIRMAN

MARK E. GIAQUINTA

PAUL M. BURNS

[Signature]

ROY J. SCHOMBURG

Roy J. Schomburg

6-23-81
DATE CONCURRED IN
CHARLES W. WESTERMAN, CITY CLERK

AGREEMENT

This Agreement is entered into by and between the City of Fort Wayne, Indiana, 1 Main Street, Room 350, Fort Wayne, Indiana 46303, hereinafter referred to as the "City", and the International Association of Chiefs of Police, Inc., with offices at Eleven Firstfield Road, Gaithersburg, Maryland 20760, hereinafter referred to as the "Association."

WITNESSETH

1. The City and the Association for and in consideration of the mutual covenants hereinafter set forth and the compensation to be paid to the Association as hereinafter specified agree to the following:
2. Purpose. The Association will conduct an assessment center procedure, for the purpose of assisting the City in filling the position of Police Chief Executive and other command positions in the police department of the City of Fort Wayne.
3. Number of Candidates. The assessment center procedure may include no more than sixty-six (66) candidates. The City will identify the candidates for the assessment center.

4. Place and Date of Performance. The assessment shall be performed at a location in or near Fort Wayne, Indiana, on dates mutually acceptable to the City and the Association.
5. Reporting Results. A written report of the results of the assessment center evaluation shall be submitted to the City within two weeks following the center. The report will include a description of the observed strengths and weaknesses of each candidate, and an overall rank ordering based on assessment center performance.
6. Assessment Procedures. The assessment center will consist of at least four group and individual exercises, developed and/or selected by the Association, and a written examination. The exercises to be used have been determined by the Association to be valid in predicting future individual performance, and are designed to evaluate actual behaviors required for successful performance at the executive and command levels.
7. Evaluating Scores. Rank ordering of candidates shall be based on the reported scores independently determined by each assessor for each candidate observed by the assessor team, and the written examination. Different candidates shall be observed by each assessor in each exercise insofar as possible.

8. Assessment Center Staff. The center will be staffed by assessors trained in assessment center techniques and supplied by the Association in a ratio of no greater than two candidates to one assessor.
9. Association as Independent Contractor. In all matters pertaining to this Agreement, the Association shall be acting as an independent contractor and neither the Association nor any officer, employee or agent of the Association will be deemed an employee of the City. The selection and designation of the personnel of the Association in the performance of this Agreement shall be made by the Association.
10. Non-Discrimination. The Association shall not, in the performance of this Agreement, discriminate against any person because of that person's race, color, sex, national origin, religion, age, creed, or disability.
11. Payment to Association. The City will pay to the Association the sum of Thirty-Seven Thousand Nine Hundred Dollars (\$37,900). The cost will be adjusted if fewer than eleven cycles of the center are required. This sum is due and payable on the date that the City receives the ranked list of candidates from the Association.

12. Confidentiality. The City will receive and hold confidential any and all reports, recommendations and other materials, and the contents thereof, furnished to the City by the Association in the performance of this Agreement, unless otherwise provided or required by law.
13. Disclosure. The City will not disclose, distribute or release to any person or organization except City officials, employees or agents, or, upon order of a court of law, any and all reports, recommendations and other materials, and the contents thereof, furnished to the City by the Association in the performance of this Agreement, except such persons who may be authorized by law.
13. Integration. This instrument embodies the whole Agreement of the parties. There are no promises, terms, conditions or obligations other than those contained herein. This Agreement shall supersede all previous communications, representations or agreements, either verbal or written, between the parties hereto.
14. Severability. It is understood and agreed by the parties hereto that if any part, term, or provision of this Agreement is by the courts held to be illegal, the validity of the remaining portions or provisions shall not be affected and the rights and obligations of the parties

shall be construed and enforced as if the Agreement did not contain the particular part, term or provision held to be illegal.

15. Modification. There may be no modification of this Agreement except in writing, signed by both parties and executed with the same formalities as this instrument.
16. Time of Acceptance. The terms of this Agreement are subject to acceptance by the City within Ninety (90) days of execution by the Association. Failure to execute this Agreement by the City within said Ninety days will void this Agreement unless said Ninety-day period is extended by mutual consent of the City and the Association and made a part of this Agreement. Any extension of the said Ninety-day period is only effective if it is in writing, signed by both parties and executed with the same formalities as this Agreement.

IN WITNESS WHEREOF, the City has caused this Agreement to be executed by the proper officers on _____, 1981.

CITY OF FORT WAYNE, INDIANA

ATTEST:

By: _____

By: _____

ATTEST:

By: _____

IN WITNESS WHEREOF, the Association has caused this Agreement to be executed by the proper officers on 18 May, 1981.

INTERNATIONAL ASSOCIATION
OF CHIEFS OF POLICE, INC.

By: Norman Darwick
Norman Darwick
Executive Director

ATTEST:

By: R. Dean Smith
R. Dean Smith
Chief of Staff, Operations



Sent to all Mayors of attached list



THE CITY OF FORT WAYNE

CITY-COUNTY BUILDING • ONE MAIN STREET • FORT WAYNE, INDIANA 46802

Room 122 — Ben Eisbart — Councilman, 4th District

June 12, 1981

Honorable Thomas Westfall
City Hall
El Paso, Texas

Dear Mayor Westfall:

The Common Council of the City of Fort Wayne is in the process of interviewing consulting firms to assist in the selection process for the Chief of Police of our Metropolitan Police Department.

One of the firms submitting bids is the International Chiefs of Police Association. From their records, they have indicated that your community utilized their services for a similar selection process.

We would very much appreciate your candid evaluation of the process they used and your satisfaction with the results. Any costs billed to you by them would also be of interest. Of course, all replies would be strictly confidential and, unless requested, your community's name would not be identified with any specific response received.

As we are rather anxious to expedite our process, your prompt response would be most appreciated. Should you have any questions, please feel free to contact me.

Sincerely,

Ben Eisbart

Ben Eisbart
City Councilman

BE:EW

ipma

International
Personnel
Management
Association

1850 K Street, N.W., Suite 870
Washington, D.C. 20006
(202) 833-5860

THE INCIDENCE AND UTILIZATION
OF ASSESSMENT CENTERS
IN STATE AND LOCAL GOVERNMENTS

Special Report of the
Assessment Services Division of the
International Personnel Management Association
Louise F. Fitzgerald, Ph.D.
Principal Investigator

THE INCIDENCE AND UTILIZATION
OF ASSESSMENT CENTERS
IN STATE AND LOCAL GOVERNMENTS

In a recent article (Parker, 1980), it was noted that a mere 10 years ago, fewer than 100 organizations had used an assessment center; today, more than 2,000 companies have employed this technique for selection, promotion, and management development. Similarly, in a 1973 survey of police selection and promotion procedures, assessment centers were not mentioned as being used by a single jurisdiction (Eisenberg, Kent & Wall, 1973). Since that time, the assessment center has emerged as a significant alternative selection and promotional procedure in the public sector, implemented in both large and small jurisdictions, and figuring prominently in several equal opportunity court decisions.

Although several large scale public sector assessment centers have been described in the literature, as well as the popular press (e.g., the New York City police assessment center), and others have gained notice through EEO litigation (e.g., F.I.R.E. vs. St. Louis, Daily Labor Report, January 24, 1980), no systematic survey has so far been undertaken of the incidence and use of this procedure in the public sector. The present study was undertaken to explore this area. The study was designed in two sequential parts: first, a national sample of public jurisdictions was contacted to determine the incidence of assessment center activity, and the functions supported by this activity (e.g., selection, promotion, development). The results of this portion of the study are described in the present report.

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The second part of the study will provide a more in-depth view of public sector assessment centers, including types of exercises used, validity data, cost, etc. These data will be described in a forthcoming report.

METHOD AND RESULTS

Sample

The original sample consisted of 208 public agencies: 46 state departments of personnel, which are members of the National Association of State Personnel Executives (NASPE), and 134 municipal departments of personnel which hold membership in the Organization of Municipal Personnel Officers (OMPO). The remaining 28 agencies, all IPMA municipal members, were selected to insure survey coverage of the 50 largest United States cities. Of these 208 agencies, 156 returned complete and usable data, a return rate of 75%, which is considered quite high for a mail survey. Obviously, the sample is neither exhaustive nor random. However, it does cover 46 of the 50 states and the 50 largest U.S. cities, as well as a national sample of smaller cities. As such, the results can be assumed, with some confidence, to be fairly representative of assessment center activity in state and local government at this time. Complete descriptive data for the sample appear in Table 1.

Procedure

The sample agencies were contacted by mail, and asked to participate in the Assessment Center Mini-Survey. Each agency which agreed to take part in the project was promised a copy of the research report, in return for its participation. The Mini-Survey instrument consisted of three questions:

(1) Has your jurisdiction ever conducted an assessment center? (2) If so, for

for what occupations (police, fire, other)? (3) What was the purpose of the assessment centers (selection, promotion, upward mobility, development, other)?

Of the 156 agencies returning usable data, 69 (44.23%) report conducting assessment centers for one or more occupations, while 87 respondents (55.77%) report that they have never used this procedure. Table 2 displays the numbers and percentages of agencies conducting assessment centers for each occupational category surveyed (police, fire, other).

The third question investigated the purpose of the assessment centers conducted by the respondents. Specifically, they were asked to indicate whether their centers were for selection, promotion, upward mobility, development, or other purposes. These data are displayed in Table 3. It should be noted that these data may be distorted to some degree by a possible confusion between the categories "selection" and "promotion" in a few cases. For example, one respondent indicated that his agency conducted assessment centers for the "selection" of a police chief. Another respondent classified this as a "promotion" assessment center. Actually, whether the center is a "selection" or "promotion" device in these cases ultimately depends on the status of the candidate who is finally selected. If the candidate is employed by the department, the procedure would appear to be promotional; if not, it would qualify as a selection device. In any event, such non-independence of categories occurred in only a very few cases. A more comprehensive follow-up survey is planned. Instructions to the jurisdictions will be refined to avoid this problem in the future. A further breakdown of assessment center purpose by state and local governments appears in Tables 4 and 5.

Discussion

It is obvious from Tables 2 - 5 that the major use of assessment centers for this sample was in the police service. Approximately 62% of the jurisdictions reporting assessment center activity conducted this activity for the police. Both state and local governments report police assessment centers more often than any other occupational category, although fire service assessment centers are also widespread in local governments. In addition to these services, Attachments A and B reveal that general managerial and administrative assessment centers were the most prevalent. However, the range of occupations for which assessment centers have been reported is striking, covering the majority of major fields in the public sector, as well as most levels.

Analysis of Table 3 data indicates that most public sector assessment centers are conducted for promotional purposes (75%), and for selection purposes (57.97%). This pattern of activity was relatively similar in both state and local governments. Approximately 20% of the total sample reported developmental assessment centers, with this activity being more than twice as prevalent in state, rather than local, governments (35.29% to 15.34%). Only 5.8 percent of the agencies reported upward mobility centers, and only one respondent noted any other use of the technique (i.e., research).

Two trends were noticed in the responses of those who reported that they did not conduct assessment centers. First, many respondents noted a high degree of interest in the technique. Several agencies were conducting feasibility studies, while many more noted that they were considering doing so. Secondly, a large number of agencies reported that, whether or not they were presently considering a center, the financial investment was a major concern. As one large jurisdiction stated, "It is our impression that, in"

this area, acceptable quality comes only at a very high cost." In times of cost cutting, and tight budgets, this will probably continue to be the major disadvantage of the assessment center. Many respondents indicated that, because of the expense, they were utilizing components of the assessment center method (simulations, in-basket, etc.), rather than a complete center. If appropriate studies are conducted, and validity for this type of usage is demonstrated, the problem of excessive cost may be largely alleviated, making assessment center technology even more widely available.

Table 1

Sample Characteristics			
	Jurisdictions Contacted	Number Participating	Return Rate
State	46 (22.12%)	38	(82.61%)
Local	<u>162</u> (77.88%)	<u>118</u>	(72.84%)
Total	208 (100.00%)	156	(75.00%)

Number and Percentage of Jurisdictions

Reporting Assessment Centers

	<u>State (N=38)</u>			<u>Local (N=118)</u>	
Yes	17	(44.74%)	Yes	52	(44.07%)
No	<u>21</u>	(55.26%)	No	<u>66</u>	(55.93%)
Total	38	(100.00%)	Total	118	(100.00%)

Breakdown of Assessment Centers by

State and Local Jurisdictions

Jurisdiction	Number	Percentage
State	17	24.64%
Local	<u>52</u>	<u>75.36%</u>
Total	69	100.00%

Table 2

Number and Percentage of Respondents Reporting Assessment Centers
for Police, Fire, and Other Occupational Categories

	Number	Percentage*
POLICE	43	62.32
FIRE	32	46.38
OTHER	40	<u>57.97</u> **

Number and Percentage of Assessment Centers in Each Category
by State and Local Governments

POLICE (N = 43)

State	9	20.93
Local	<u>34</u>	<u>79.07</u>
Total	43	100.00

FIRE (N = 32)

State	1	03.13
Local	<u>31</u>	<u>96.87</u>
Total	32	100.00

OTHER (N = 40)***

State	13	32.50
Local	<u>27</u>	<u>67.50</u>
Total	40	100.00

* Based on 69 respondents (See Table 1)

** Totals to more than 100%, as many respondents reported assessment centers for more than one category

*** The "Other" category contains far more than 40 occupations. Many respondents reported using the assessment center for 5 or more occupations, while one large city reported using it for all civilian employees. It is unclear, however, whether this refers to a full scale center, or an isolated simulation or worksample. A list of all positions reported in the "Other" category can be found in Attachment A.

Table 4
Breakdown of State Assessment Centers
by Occupation and Purpose

State Assessment Centers (N=17)

<u>Occupation</u>	Number	Percentage*
Police	9	52.94
Fire	1	5.88
Other	13	76.47**
<u>Purpose</u>		
Selection	10	58.82
Promotion	12	70.59
Upward Mobility	2	11.76
Development	6	35.29**

* Based on 17.

** Percentages total to more than 100.

Table 5
Breakdown of Local Assessment Centers
by Occupation and Purpose

Local Assessment Centers (N=52)

<u>Occupation</u>	Number	Percentage*
Police	34	65.38
Fire	31	59.62
Other	27	51.92**
<u>Purpose</u>		
Selection	31	59.62
Promotion	39	75.00
Upward Mobility	2	3.85
Development	8	15.34**

* Based on 52.

** Percentage total to more than 100.

REFERENCES

Daily Labor Report, January 24, 1980. Washington, D.C.: Bureau of
National Affairs.

Eisenberg, T., Kent, D.A., and Wall, C.R. Police personnel practices in
State and local governments. Police Foundation, 1973.

Parker, T.C. Assessment Centers: a statistical study. Personnel Adminis-
trator, 1980, 25, No. 2, 65-68.

STATE AGENCY ASSESSMENT CENTER ACTIVITY

STATE OF KANSASOccupations

Police

Purpose

Promotion

STATE OF NEW JERSEYOccupations

Police

Employment Service

Professional Engineering

Purpose

Promotion

STATE OF MICHIGANOccupations

Police

Middle and Upper Level Administrators

Purpose

Promotion

Selection

STATE OF ILLINOISOccupations

Police

Fire

Parks and Recreation

Human Relations

Various State Agencies

Purpose

Selection

Promotion

Upward Mobility

Development

STATE OF SOUTH DAKOTAOccupations

Police

Purpose

Selection

Promotion

STATE OF NEBRASKAOccupations

Police

Purpose

Promotion

STATE OF UTAHOccupations

Police

Purpose

Selection

Promotion

STATE OF TEXASOccupations

Personnel Assistant

Purpose

Promotion

STATE OF MASSACHUSETTSOccupations

Police

Vocational Rehabilitation Counselor

Purpose

Selection

Promotion

STATE OF TENNESSEE

Occupations

Top Management

Purpose

Selection

STATE OF MISSOURI

Occupations

First Line Supervisor
Middle Management

Purpose

Selection
Promotion
Development

STATE OF OREGON

Occupations

Top Management

Purpose

Selection

STATE OF MINNESOTA

Occupations

Managers

Purpose

Development

STATE OF WISCONSIN

Occupations

Administrative

Purpose

Selection
Promotion
Upward-Mobility
Development

STATE OF HAWAII

Occupations

Department of Labor and Industrial
Relations

Purpose

Development

STATE OF OHIO (Rehabilitation Services
Commission)

Occupations

Counselor/Manager

Purpose

Promotion
Development

STATE OF CONNECTICUT

Occupations

Police

Purpose

Promotion

MUNICIPAL AGENCY ASSESSMENT CENTER ACTIVITY

LONG BEACH, CAOccupations

Police

Purpose

Selection

VALLEJO, CAOccupations

Police

Purpose

Selection

OMAHA, NBOccupations

Police

Fire

Civil Engineers

Foremen

Purpose

Selection

Promotion

Development

DALLAS, TXOccupations

Police

Fire

Equipment Services

Housing Rehabilitation

Personnel

Streets and Sanitation

Human Development

Purpose

Selection

Promotion

ALBUQUERQUE, NMOccupations

Police

Purpose

Promotion

INGLEWOOD, CAOccupations

Fire

Purpose

Promotion

CHICAGO, ILOccupations

Police

Planning, Senior Planning Analyst,
 Chief Planning Analyst, Research
 Analyst, Senior Research Analyst,
 Chief Research Analyst

Purpose

Selection

PHOENIX, AZOccupations

Fire

Planning

Traffic Engineering

Public Works

Purpose

Selection

Development

SAN JOSE, CAOccupations

Police

Purpose

Promotion

HANTHORNE, CA

Occupations

Police
Fire
Parks and Recreation

Purpose

Selection
Promotion

VISALIA, CA

Occupations

Police
Fire
Middle Management

Purpose

Selection
Development

SAN DIEGO, CA

Occupations

Police
Middle Management

Purpose

Selection
Promotion

DULUTH, MN

Occupations

Police
Fire
EEO
Managerial

Purpose

Selection
Promotion
Development

TUCSON, AZ

Occupations

Fire
Water Director

Purpose

Selection

URBANA, IL

Occupations

Police
Fire
Management

Purpose

Selection
Promotion

SANTA ANA, CA

Occupations

Fire
Upper Management

Purpose

Selection
Promotion

EL PASO, TX

Occupations

Police
Fire
Top Management
Middle Management

Purpose

Selection
Promotion

AKRON, OH

Occupations

Management

Purpose

Selection
Promotion
Development

ST. LOUIS, MO

Occupations

Fire
Top Management

Purpose

Promotion

HOUSTON, TX

Occupations

All Civilian Employees

Purpose

Selection

HAYWARD, CA

Occupations

Police
Fire

Purpose

Promotion

SANTA BARBARA, CA

Occupations

Fire

Purpose

Selection
Promotion

TOLEDO, OH

Occupations

Police
Fire

Purpose

Promotion

MONTEBELLO, CA

Occupations

Police
Fire

Purpose

Promotion

SACRAMENTO, CA

Occupations

Internal Auditor
Management Analyst
Personnel Analyst

Purpose

Selection

OCEANSIDE, CA

Occupations

Police
Fire

Purpose

Promotion

REDWOOD CITY, CA

Occupations

Police
Social Services

Purpose

Promotion
Development

TAMPA, FL

Occupations

Police
Fire

Purpose

Selection
Promotion

ST. PAUL, MN

Occupations
Police

Purpose
Selection

HIGHLAND PARK, IL

Occupations
Social Worker

Purpose
Selection

WITCHITA, KS

Occupations
Police
Fire
Public Works
Water
Library
Metropolitan Transit Authority
Personnel

Purpose
Selection
Promotion
Development

BISMARCK, ND

Occupations
Police

Purpose
Selection

MILWAUKEE, WI

Occupations
Personnel Specialists
Public Works
Librarians

Purpose
Selection
Promotion
Upward Mobility
Development

FRESNO, CA

Occupations
Police
Fire

Purpose
Promotion

KALAMAZOO, MI

Occupations
Entry Level Management

Purpose
Promotion

KANSAS CITY, MO

Occupations
Fire

Purpose
Promotion

SCOTTSDALE, AZ

Occupations
Public Information Offices
Personnel

Purpose
Selection

CINCINNATI, OH

Occupations
Police

Purpose
Promotion* (effective May 1)

STOCKTON, CA

Occupations
Police
Fire

Purpose
Promotion

MILWAUKEE, WI (fire and police commission)

Occupations

Police
Fire

Purpose

Promotion

SPRINGFIELD, MO

Occupations

Police

Purpose

Selection
Promotion

PORTLAND, OR

Occupations

Fire
Public Works

Purpose

Selection
Promotion

LIVERMORE, CA

Occupations

Police
Fire
Other (unspecified)

Purpose

Selection
Promotion

RICHMOND, VA

Occupations

Police
Fire
Administrative

Purpose

Selection
Promotion

DETROIT, MI

Occupations

Fire (rescue service only)
First and Second Line Supervisor

Purpose

Selection
Promotion

UPLAND, CA

Occupations

Clerical

Purpose

Selection

DES MOINES, IA

Occupations

Police

Purpose

Promotional

ARLINGTON, VA

Occupations

Fire

Purpose

Promotion

NEW YORK CITY, NY

Occupations

Police
Fire

Purpose

Promotion

J FT. WORTH, TX

Occupations

Police
Fire

Purpose

Selection
Promotion

DAYTON, OH

Occupations

Police

Purpose

Selection
Promotion

COLORADO SPRINGS, CO

Occupations

Police
Fire

Purpose

Promotions* (effective late Spring, 1980)

STANDARDS AND ETHICAL CONSIDERATIONS FOR ASSESSMENT CENTER OPERATIONS¹

DECEMBER 1978

Task Force on Assessment Center Standards²

Presented below is the most recent revision of the *Standards* taking into account inputs from both the Task Force members and other interested volunteers. These *Standards* have been carefully worded to reflect their critical importance for appropriate assessment center operations and the fact that as guidelines they have no enforcement power. The Task Force members responsible for formulating the *Standards* are among the leading practitioners, researchers, and consultants in the assessment center field.

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- I. Rights of Participants
Task Force Members

A. Background

The rapid growth in the use of the Assessment Center method in recent years has resulted in a proliferation of applications in a variety of organizations. Assessment Centers are currently being used in industrial, educational, military, government, and other organizational settings. Practitioners have raised serious concerns which reflect a need for standards or guidelines for users of the method. The Third International Congress on the Assessment Center Method Meeting (May 1975) in Quebec endorsed the first set of guidelines. These were based on the observation and experience of a representative group of professionals representing many of the largest users of the method.

Recent developments concerning Federal guidelines related to testing, as well as professional experience with the original standards suggested that the standards should be evaluated and revised. The revised standards do include the essential items from the

original standards. The changes made have been in the direction of:

- 1. Further definitions
- 2. Clarification of impact on organizations and participants.
- 3. Expanded guidelines on training
- 4. Additional information on validation

B. Purpose

This document is intended to establish minimum professional standards and ethical considerations for users of the Assessment Center method. Principles which may be adapted to meet both existing and future applications are included. This document is intended as an aid, not a set of restrictive prohibitions. These standards do not prescribe specific practices nor do they endorse a specific format or technique.

C. References

The standards have been developed to be compatible with the following documents:

American Psychological Association, American Educational Research Association, and National Council on Measurement in Education. *Standards for Educational and Psychological Tests*. Washington: American Psychological Association, 1974.

Division of Industrial-Organization Psychology (Division 14), American Psychological Association. *Principles for the Validation and Use of Personnel Selection Procedures*. Dayton, Ohio: The Industrial-Organizational Psychologist, 1975.

D. Assessment Center Defined

An Assessment Center consists of a standardized evaluation of behavior based on multiple inputs. Multiple trained observers and techniques are used. Judgments about behavior are

¹ Endorsed by the Seventh International Congress on the Assessment Center Method, New Orleans, Louisiana, June 6-8, 1979.

² A list of Task Force members can be found on the last page.

made, in part, from specially developed assessment simulations.

These judgments are pooled by the assessors at an evaluation meeting during which assessment data are reported and discussed, and the assessors agree on the evaluation of the dimensions and any overall evaluation that is made.

The following are the essential elements which are necessary for a process to be considered an Assessment Center:

1. Multiple Assessment techniques must be used. At least one of these techniques must be a simulation.

A simulation is an exercise or technique designed to elicit behaviors related to dimensions of performance on the job requiring the participants to respond behaviorally to situational stimuli. The stimuli present in a simulation parallel or resemble stimuli in the work situation. Examples of simulations include group exercises, In-Basket exercises, interview simulations, Fact Finding exercises, etc.

2. Multiple assessors must be used. These assessors must receive thorough training prior to participating in a center.
3. Judgments resulting in an outcome (i.e., recommendation for promotion, specific training or development) must be based on pooling information from assessors and techniques.
4. An overall evaluation of behavior must be made by the assessors at a separate time from observation of behavior during the exercises.
5. Simulation exercises are used. These exercises are developed to tap a variety of predetermined behaviors and have been pre-tested prior to use to ensure that the techniques provide reliable, objective and relevant behavioral information for the organization in question. The simulations must be job related.
6. The dimensions, attributes, characteristics, qualities, skills, abilities or knowledge evaluated by the Assessment Center are determined by an analysis of relevant job behaviors.
7. The techniques used in the Assessment Center are designed to provide information

which is used in evaluating the dimensions, attributes or qualities previously determined.

The following kinds of activities *do not* constitute an Assessment Center:

1. Panel interviews or a series of sequential interviews as the sole technique.
2. Reliance on a specific technique (regardless of whether a simulation or not) as the sole basis for evaluation.
3. Using only a test battery composed of a number of pencil and paper measures, regardless of whether the judgments are made by a statistical or judgmental pooling of scores.
4. Single assessor assessment (often referred to as individual assessment) — measurement by one individual using a variety of techniques such as pencil and paper tests, interviews, personality measures or simulations.
5. The use of several simulations with more than one assessor where there is no pooling of data; i.e., each assessor prepares a report on performance in an exercise, and the individual reports (unintegrated) are used as the final product of the center.
6. A physical location labeled as an "Assessment Center" which does not conform to the requirements noted above.

E. Organizational Policy Statement

Assessment Centers need to operate as a part of a human resource system. Prior to the introduction of a center into an organization, a policy statement should be prepared and approved by the organization. This policy statement should address the following areas:

1. Objective - This may be selection, development, early identification, affirmative action, evaluation of potential, evaluation of competency, or any combination of these.
2. Assesseees - The population to be assessed, the method for selecting assesseees from this population, procedures for notification, and policy related to re-assessing should be specified.
3. Assessors - The assessor population, limitations on use of assessors, number of times assigned, evaluation of assessor performance and certification requirements where applicable should be specified.

4. Use of Data - The flow of assessment reports, who receives reports, restrictions on access to information, procedures and controls for research and program evaluation purposes, feedback procedures to management and employee, and the length of time data will be maintained in files should be specified.

5. Qualification of Consultant(s) or Assessment Center Developer(s) - The internal or external consultants responsible for the development of the center should be identified and their professional qualifications and related training listed.

6. Validation - There should be a statement specifying the validation model being used. There should be a time schedule indicating when a validation report will be available.

F. Assessor Training

Assessor training is an integral part of the Assessment Center program. The following are some issues related to training:

1. Training Content - Whatever the approach to assessor training, the objective is obtaining accurate assessor judgments. A variety of training approaches may be used, as long as it can be demonstrated that accurate assessor judgments are obtained. The following minimum training goals are suggested:

- a. Thorough knowledge and understanding of the assessment techniques used, including the kinds of behaviors elicited by each technique, relevant dimensions to be observed, expected or typical behaviors, examples or samples of actual behaviors, etc.
- b. Thorough knowledge and understanding of the assessment dimensions including definitions of dimensions, relationship to job performance, examples of effective and ineffective performance, etc.
- c. Skill in behavior observation and recording, including knowledge of the forms used by the center.
- d. Thorough knowledge and understanding of evaluation and rating procedures, including how data are integrated by the Assessment Center staff.
- e. Thorough knowledge and understanding of assessment policies and practices of the organization, including restrictions on how assessment data are to be used.

f. Thorough knowledge and understanding of feedback procedures where appropriate.

2. Length of Training

The length of assessor training may vary due to a variety of considerations that can be categorized into three major areas:

- a. Trainer and Instructional Design Considerations
 - The instructional mode(s) utilized
 - The qualification and expertise of the trainer
 - The training and instructional sequence
- b. Assessor Considerations
 - Previous knowledge and experience with assessment
 - The use of professional psychologists (i.e., licensed or certified psychologists) as assessors
 - Experience and familiarity with the organization and the target position(s) or target level
 - The frequency of assessor participation
- c. Assessment Program Considerations
 - The level of difficulty of the target position
 - The number of dimensions or skills to be rated
 - The anticipated use of the assessment information (immediate selection, broad placement considerations, development, etc.)
 - The number and complexity of the exercises
 - The division of roles and responsibilities between assessors and others on the assessment staff

It should be noted that length of training and quality of training are not synonymous. Assessor training, however, is an important aspect of an assessment program. The true test of training quality should be provided by the performance standards and certification outlined below.

3. Performance Standards and Certification

Each Assessment Center should have clearly stated, minimal performance standards for assessors. These performance standards should, as a minimum, include the following areas.

- a. The ability to administer the exercises and techniques the assessor uses in the center.

- b. The ability to recognize, observe, and report the behaviors measured in the center.
- c. The ability to classify behaviors into the appropriate behavior or skill.

Some measurement is needed indicating that the individual being trained has the capability of functioning as an assessor. The actual measurement of assessor performance may vary and could include data in terms of (1) rating performance, (2) critiques of assessor reports, (3) observation as an evaluator, etc. It is important that assessor performance is evaluated to ensure that individuals are sufficiently trained to function as assessors, prior to their actual duties, and that such performance is periodically monitored to insure that skills learned in training are applied.

Each organization should prepare to demonstrate that its assessors can meet minimal performance standards. This may require the development of additional training or other action for assessors not meeting these performance standards.

G. Informed Participation

The organization is obligated to make some form of announcement *prior* to assessment so that participants will be informed as completely as possible about the program. While the actual information provided will vary from organization to organization, the following basic information should be given to all prospective participants before getting their agreement to participate in the program.

Ideally, this information should be made available in writing prior to the center. A second option is to use the material in the opening statement of the center.

1. **Objective** - The objectives of the program and the purpose of the Assessment Center.
2. **Selection** - How individuals are selected to participate in the center.
3. **Choice** - Any options the individual has regarding the choice of participating in the Assessment Center as a condition of employment, advancement, development, etc.
4. **Staff** - General information on the assessor staff to include composition and assessor training.
5. **Materials** - What Assessment Center materials are collected and maintained by

the organization.

6. **Results** - How the Assessment Center results will be used. The length of time the assessment results will be maintained on file.
7. **Feedback** - When and what kind of feedback will be given the participants.
8. **Reassessment** - The procedure for reassessment (if given).
9. **Access** - Who will have access to the Assessment Center reports and under what conditions.
10. **Contact** - Who will be the contact person responsible for the records. Where will the results be stored.

H. Validation Issues

A major factor in the widespread acceptance and use of Assessment Centers is directly related to an emphasis on sound validation research. Numerous studies have been conducted and reported in the professional literature demonstrating the validity of the Assessment Center process in a variety of organizational settings.

The historical record of the validity of this process cannot be taken as a guarantee that a given assessment program will or will not be valid in a given setting.

Ascertaining the validity of an Assessment Center program is a complicated technical process, and it is important that validation research meet both professional and legal standards. Research should be conducted by individuals knowledgeable in the technical and legal issues pertinent to validation procedures.

In evaluating the validity of Assessment Center programs, it is particularly important to document the selection of the dimensions, attributes or qualities assessed in the center. In addition, the relationship of assessment exercises to the dimensions, attributes or qualities assessed should be documented as well.

The technical standards and principles for validation appear in "Principles for the Validation and Use of Personnel Selection Procedures" (Division 14, 1975) and "Standards for Educational and Psychological Tests and Manuals" (APA 1974).

I. Rights of the Participant

The Federal Government enacted the Freedom of Information Act and Privacy Act of 1974 to

ensure that certain safeguards are provided for an individual against an invasion of personal privacy. Some broad interpretations of these acts are applicable to the general use of Assessment Center data.

Assessment Center activities typically generate a volume of data on an individual who has gone through an Assessment Center. These assessment data come in many different forms ranging from observer notes, reports on performance in the exercises, assessor ratings, peer ratings, paper and pencil tests, and final Assessment Center reports. This list, while not exhaustive, does indicate the extent of collection of information about an individual.

The following guidelines for use of these data are suggested:

1. Assesseees should receive a comprehensive feedback on their performance at the Center and be informed of any recommendations made.
2. For reasons of test security, Assessment Center exercises are exempted from disclosure, but the rationale and validity data concerning dimensions, ratings and recommendations should be made available on request of the individual.
3. If the organization decides to use assessment results for purposes other than those originally announced, the assesseees involved must be informed.
4. The organization should inform the assessee what records and data are being collected, maintained, used, and disseminated.

Task Force members and organizations who have contributed to these standards

Member	Organization
Albert Alon	Miracle Food Mart (Canada)
Dale Baker	U.S. Civil Service Commission
Douglas W. Bray, Ph.D.	A.T. & T.
William C. Byham, Ph.D.	Development Dimensions, Inc.
Stephen L. Cohen, Ph.D.	Assessment Designs, Inc.
Lois A. Crooks, Ph.D.	Educational Testing Service
Donald L. Grant, Ph.D.	University of Georgia
Milton D. Hakel, Ph.D.	Ohio State University
Lowell W. Hellervik, Ph.D.	University of Minnesota
James R. Huck, Ph.D.	Western Airlines
Cabot L. Jaffee, Ph.D.	Assessment Designs, Inc.
Frank M. McIntyre, Ph.D.	Consulting Associates
Joseph L. Moses, Ph.D., <i>Chairman</i>	A.T. & T.
Nicky B. Schriarr, Ph.D.	I.B.M.
Leonard W. Slivinski, Ph.D.	Public Service Commission (Canada)
Thomas E. Standing, Ph.D.	Standard Oil of Ohio
Edwin Yager	Consulting Associates

ASSESSMENT CENTERS CONDUCTED FOR SELECTION OF A CHIEF OF POLICE-----LIST OF CLIENTS

<u>CITY & STATE</u>	<u>MAYOR</u>	<u>APPOINTED ADMINISTRATOR</u>	<u>CITY CLERK</u>	<u>FINANCE OFFICER</u>	<u>POLICE CHIEF</u>	<u>MUNICIPAL PHONE NUMBER</u>
Alexandria, Virginia	Chas. Beatley, Jr.	Douglas Harman	Ms.H.Holleman	Howard Holton	Charles Strobel	(703) 750-6201
*Ashland, Kentucky	Jack Thompson	William Faught	Robert Johnson	Robert Johnson	Ronald McBride	(606) 325-8571
Bismarck, North Dakota	Bus Leary	Tom Baker	Tom Baker	Tom Baker	Kenneth Medeiros	(701) 222-6471
*Cedar Rapids, Iowa	Donald Canney	-----	Lois Keller	Robert McMahan	Ray Baker	(319) 398-5012
Chicago, Illinois	Jane Byrne	-----	Walter Kozubowski	Daniel Grim	Richard Brzeczczek	(312) 744-40000
Durham, North Carolina	Harry Rodenhizer	B.L.DelCastilho	Ms.M.W.Rollins	Regina Brough	T. B. Seagroves	(919) 683-4100
El Paso, Texas	Thomas Westfall	R. H. Gabel	W.L.Rieger, Jr.	J. R. Higdon	William Rodriquez	(915) 543-2900
Fairfax, Virginia	Fred Silverthorne	George Hubler, Jr.	Ms.D.L.Wilkinson	Edward Cawley, Jr.	Larry Wines	(703) 385-7855
*Fairfield, Connecticut	John Sullivan	-----	Mary Katona	John Leahy	William Mockalis	(203) 255-8242
Fort Worth, Texas	Woodie Woods	Robert Herchert	Jack Green	Morris Matson	H. F. Hopkins	(817) 870-6000
Gainesville, Florida	Mark Goldstein	Orville Powell	Mary Ann Frazer	Charles Oakley	Courtney Roberts	(904) 374-2000
Melbourne, Florida	Harry Goode, Jr.	Samuel Halter	Zella Gaston	Neil Boynton	Bruce Campbell	(305) 727-2900
Miami, Florida	Maurice Ferre	-----	Ralph Ongie	-----	Kenneth Harms	(305) 579-6666
Montgomery County, Maryland						
Norfolk, Virginia	Vincent Thomas	Julian Hirst	Louis Hudgins	J. D. Clowers	Charles Grant	(804) 441-2000
*Petersburg, Virginia	Leroy Roper	John Bond, III	Barbara Moore	T. Robertson Blount	-----	(804) 733-6131
Plainsboro, New Jersey	P. A. Cantu	P.I. Hechenbleikner	C. A. Steen	P. Rodefald	C. J. Maurer, Jr.	(609) 799-0909
Portsmouth, Virginia	Julian Johansen	Robert Williams	Corrina Jeffreys	Roy Cherry	E. Ronald Boone	(804) 393-8641
Prince Georges County, Md.						
*Savannah, Georgia	John Rousakis	Arthur Mendonsa	Sophie Gottlieb	William Graham	-----	(912) 233-9321
Southfield, Michigan	Donald Fracassi	Del Borgsdorf	Patrick Flannery	Girard Miller	Edward Ritenour	(313) 354-1000
Springfield, Missouri	Paul Redfearn	Don Busch	Donald Kelley	Fred Fantauzzi	Troy Majors	(417) 864-1000
Wyoming Highway Patrol						

ASSESSMENT CENTERS

List of Clients

- Alexandria, Virginia *
- (X) ● Ashland, Kentucky *
- Austin, Texas
- Bismarck, North Dakota *
- (X) ● Cedar Rapids, Iowa *
- Chicago, Illinois *
- Delaware State Police
- Durham, North Carolina *
- El Paso, Texas *
- Fairfax, Virginia *
- (X) ● Fairfield, Connecticut *
- Flagstaff, Arizona
- Fort Worth, Texas *
- Gainesville, Florida *
- Melbourne, Florida *
- Miami, Florida *
- Mississippi Bureau of Narcotics
- Montgomery County, Maryland *
- Norfolk, Virginia *
- (X) ● Petersburg, Virginia *
- Plainsboro, New Jersey *
- Portsmouth, Virginia *
- Prince Georges County, Maryland *
- (X) ● Savannah, Georgia *
- Southfield, Michigan

List of Clients (Page -2-)

- Springfield, Missouri *
- Wyoming Highway Patrol *

(* Assessment Centers conducted for the selection of a
chief of police.)

**CITY of
SPRINGFIELD**



*12 interviews
preselection
\$16,500
national adv.*

June 18, 1981

Mr. Ben Eisbart
City Councilman
City of Fort Wayne
One Main Street
Fort Wayne, IN 46802

Dear Councilman Eisbart:

Mayor Harry Strawn has forwarded to my office your correspondence addressed to former Mayor Paul Redfearn regarding the City of Springfield's use of the International Association of Chiefs of Police to conduct an assessment center for the selection of our police chief. I was the principal staff person who worked with IACP and was responsible for setting up the process. It is my pleasure to provide you with information.

The former police chief, who was retiring in that position, had come up through the ranks of our 200-man department and it was our feeling that there were no logical persons within the department to be selected for the position. Therefore, it was deemed desirable by our city manager to look at outside personnel, as well as interested in-house commanders. We determined that it would be necessary to develop a selection tool which could be used for the city manager to have information in which to make his decision as to the new chief. I contacted various police officials in other cities about various selection tools and it was the consensus of those contacted that the assessment center had worked extremely well in other communities. Springfield had been using the assessment center concept for a relatively short time in the selection of other lower level police and fire managers.

I was initially unaware of any specific firm in which to contact, except that during my initial study process, I had received several comments that IACP did perform the service. It was our intention to use the outside consultants for the assessment portion, leaving the screening and interviewing of the applicants in our hands. I did, just as you are doing, contact several cities who had used IACP personnel and had received very favorable comments. Upon my recommendation

Office of the City Manager

830 Boonville Avenue
Springfield, Missouri 65802
(417) 864-1000

Mr. Ben Eisbart
City Councilman
Page Two
June 18, 1981

to the city manager, we did contact IACP in February, 1980, and contracted with them to conduct the assessment center in May of 1980.


We advertised nationwide, principally through the police chiefs magazine and received approximately 125 applications. Attached you will find a copy of our advertisement. Through our initial contact with IACP, it was felt that we would use the two-phase option rather than the alternate one-phase option with only 6 candidates being involved. It was our feeling that we could reduce the number of prospective good candidates to 12 and this would provide us a representative sample of persons which we could review and process further. This decision was made also because out of the 12 finalists, 5 were from our own department. Therefore, if we had used the one-phase option, this would have allowed us only one outside candidate to be interviewed. It is our finding that once you have the IACP evaluation team in the City, that the only additional costs essentially are the transportation and lodging costs for the other group of outside candidates. //

As for my observation of the process, I can say, and it can be verified through our personnel director, that the IACP evaluators did an exceptional job and were as hardworking as any outside consulting team which we have ever had in Springfield. The rigorous time schedule which they placed upon themselves for the 3 1/2 day process was extremely taxing and at no time did I ever see them let up on the workload or attempt to slight any of the candidates in their evaluation sessions. All in all, I can highly endorse the process and the IACP and we felt for the \$6,500 expended to IACP that the information we received in the final report was extremely helpful in making our decision to hire our current chief of police. I might add that the person who came out first through the evaluation of the 12 candidates is the person we hired as our new chief.

If there is any comment which I might make or suggest, it would be that you spend additional time in the pre-screening of the persons who you desire to put through the assessment center process. We were somewhat dismayed by the persons we selected and how they were reflected on their resume and how they actually performed during the assessment center process and the credentials they had once we met with them. We did take advantage of the time the 12 candidates were going through the process in that, during the evening hours we held interviews with each of the 12 candidates, getting to know them better and knowing we would have additional exposure to them if they were selected as one of the top finalists.

I would encourage you, if you wish, to contact any other member of our city staff who dealt with the IACP evaluation team. However, from the city manager's office, we were extremely complimentary to the personnel which they sent to Springfield to assist us in our process. If you desire further information, please feel free to contact me.

Yours truly,


William J. Noonan
Assistant to the City Manager

positions OPEN

These notices are published without charge as a service to the police profession at the request of the employing agency. If not otherwise specified assurance has been given that applications will be accepted to the 30th of the month following the month of issue.

Police Chief, Eugene, Oregon. To administer overall operation of police department consisting of approximately 217 employees (160 sworn). Requires extensive and progressively responsible experience in all areas of police work, with a minimum of five years' command experience preferred; degree in criminal justice, police science, public administration or related field. Salary is \$32,000-\$36,000 depending on qualifications. Submit detailed resume by May 16, 1980 to: City of Eugene Personnel Department, 777 Pearl Street, Eugene, OR 97401. A descriptive brochure is available and may be requested by mail or telephone: 503/678-5064.

Crime Reporting/Schweitzer

.....Continued from page 41

system operated by communications personnel.

The CAD system also tracks activities of all police officers, including any comments officers may have made relative to incidents reported during a shift. An officer, who has been off duty for three days or a week, can catch up on what has occurred while he was off by reading the print-outs. Formerly, briefing sessions between shifts were the basic means of exchanging information.

The Police Chief, William Tharp, now has a tool for deploying men on a factual basis, i.e., "directed" patrol assignments according to the latest information on crime patterns. Maps, bar graphs, and reports are available from SCRS on incident analysis by type of incident, geographic area (district and neighborhood), and by hour of the day (recorded at half-hour intervals). With these, management is now

able to initiate proactive patrol. Maps for each shift are updated by moving color-coded pins to depict what types of crimes are occurring in which districts and neighborhoods.

The North Las Vegas Police Department is now making modifications to the SCRS system to refine the type of reports produced, and the department is assessing the quality of the crime reporting system through system audit.

In the past six months, the North Las Vegas Police Department has had representatives of law enforcement agencies of varying size come to review the system. Most have felt the on-site review was beneficial as agencies share a common crime reporting system requirements mandated by federal and state guidelines for record retention and purging, as well as for privacy and security. ★

Chief of Police, Indiana University/Purdue University at Indianapolis, Indianapolis, Indiana. Requires exceptional administrative ability to direct the efforts of approximately 75 personnel on a large campus with major medical center. Applicants should have five years of administrative or management level experience in law enforcement/criminal justice, a bachelor's degree in a related field, a thorough knowledge of police and security operations, and personnel and public relations. Present chief retiring effective June 30, 1980. Salary commensurate with qualifications and negotiable. Send resume to: Gerald L. Repko, Chairman, Advisory Committee, Indiana University School of Law-Indpls., 735 West New York St., Indianapolis, IN 46202. Application deadline: May 1, 1980.

Chief of Police, Yuma, Arizona. Salary \$27,000-\$36,000 depending on qualifications; excellent fringe benefits. Department has operating budget of \$2,510,977; 69 sworn and 18 civilian positions. Requires an equivalent combination of the following education and experience: graduation from a college or university with course work in police science, law enforcement administration, public administration, or related field; and substantially progressive experience in law enforcement, several years of which shall have been in a responsible administration command position in a law enforcement agency. For application or further information: Employee Services Department, City of Yuma, 180 West First St., Yuma, AZ 85364. Telephone: 602/783-1271, ext. 222. Filing deadline is May 16, 1980. EOE. M/F. Appointment to be made by City Administrator Severo Esquivel.

Chief of Police, Garden City, Kansas. Responsible for complete police administration and services in aggressive community of 22,000. Requires minimum of 10 years' professional law enforcement experience, including 4 years in a supervisory or administrative capacity. Degree in police science or related field may be substituted for two years of experience. Combination of for-

mal education, long-term professional training, and command experience considered. Excellent benefits. Salary determined by experience and qualifications with a minimum of \$20,568. Send current resume with recent photograph to: Deane P. Wiley, City Manager, P.O. Box 499, Garden City, KS 67846. AA/EOE.

Law Enforcement Instructor, Mankato State University, Mankato, Minnesota. Position available for September 1980, in law enforcement or criminal justice to teach a variety of courses in law enforcement (planning and administration, police stress, juvenile justice, etc.). Qualifications: Ph.D., two years' practical experience in law enforcement, and positively evaluated teaching experience preferred. Rank and salary dependent on qualifications. Tenure track. Send applications by April 30, 1980 to: Scott Shrewsbury, Chairperson, Political Science Department, Mankato State University, Mankato, MN 56001. EOE.

Director of Public Safety, Western Illinois University, Macomb, Illinois. Administrative opening with overall responsibility for the safety, parking and traffic, and law enforcement divisions which include 18 sworn personnel. Located in west central Illinois in the town of Macomb, population approximately 23,000, WIU is a comprehensive university with a student population of 11,000. Minimum requirements are a university degree, preferably in law enforcement or other related curricula; advanced administrative experience in a federal, state, county, university, municipal, or public institutional police organization having a recognized merit system will be considered. It is imperative that all applicants have the ability to relate well to students, staff, and faculty. Anticipated starting salary would be within a range of \$21,000 to \$24,000 based on qualifications. This is a 12-month position. Send letter of application, current resume, and three names of reference by May 1, 1980, to: Don Baudelin, Chairman, Search Committee for Director of Public Safety, Office of the Ombudsman, University Union Bldg., WIU, Macomb, IL 61455. AA/EOE.

Chief of Police, Springfield, Missouri. Population 160,000. Salary range is \$27,800-\$33,900 with liberal fringe benefit package. Council-manager government, growing full-service community (64 sq. mi.) in southwest Missouri. Department size is 204 sworn, 40 civilian with operating budget of 4.6 million. Appointed by and reporting directly to city manager. Individual selected to replace the retiring police chief must possess strong professional police management and administrative background with record of significant supervisory experience and contemporary administrative expertise. Must possess bachelor's degree in applicable educational discipline, prefer work toward advanced degree. Also requires ten years of experience as a police officer, with no less than five years in a command position. Top candidates will compete in an assessment center process held in Springfield. Send complete resume with salary history by April 30, 1980, to: Director of Personnel, City of Springfield, 830 Boonville, Springfield, MO 65801.

Chief of Police, Sylvania, Ohio. Rapidly growing community outside Toledo with population 18,000. Twenty-two member police force under the direction of a city manager with yearly police budget of \$700,000. Charter city with



City of Petersburg

Office of the City Manager
804-733-6131

Room 202, City Hall
Petersburg, Virginia 23803

June 17, 1981

Mr. Ben Eisbart
City Councilman
The City of Fort Wayne
One Main Street
Fort Wayne, Indiana 46802

Dear Mr. Eisbart:

With reference to your letter of June 12th to Mayor Roper, our records indicate that the International Association of Chiefs of Police did conduct two assessment centers for the City in 1977. It appears that the recruiting and screening processes were conducted by city personnel as the contract makes no reference to that element.

William R. Cook, the City Manager who was actively involved in the assessments, is now employed in the same capacity in Tennessee. If you desire additional information, you may reach him at: 225 West Center Street, Kingsport, Tennessee, 37660 or by phone at 615-245-5131.

Sincerely,

John P. Bond, III
City Manager

rfd



Town of Fairfield
FAIRFIELD, CONNECTICUT 06430
OFFICE OF THE FIRST SELECTMAN

June 17, 1981

*4 candidates
\$4,000*

Mr. Ben Eisbart
City Councilman, 4th District
City-County Building
Fort Wayne, Indiana 46802

Dear Councilman Eisbart:

In the appointment process for a Chief of Police of our town, we did use the services of the International Chiefs of Police Association.

We had four candidates for the office of Chief of Police and the cost was about \$4,000..

My experience with the I.C.P.A. Assessment Bureau is one of complete satisfaction. It really does assess the abilities in great depth more than any other system I know of. The performance of the men assessed, have measured up to their findings to a marked degree.

I am convinced that this method produces the most meaningful results in the process of selecting police administrators.

I would be pleased to answer any specific questions you may have.

Sincerely,

John J. Sullivan
First Selectman

JJS:bt



CITY OF SAVANNAH
office of the city manager
p o box 1027, savannah, georgia 31402

June 17, 1981

Mr. Ben Eisbart
City Councilman
City-County Building
One Main Street
Fort Wayne, Indiana 46802

12 cand. '76
\$5,000 '80
7,200 '80

Dear Mr. Eisbart:

We have contracted with the International Association of Chiefs of Police on two occasions to assist us in selecting a police chief. In each instance, the Association conducted an assessment center. I selected twelve of the applicants for further consideration. The candidates were then ranked according to their assessment center scores. I then interviewed the top four candidates and made the final selection. In both instances, the candidate appointed through this process has performed well as the City's Police Chief. I can recommend the Police Chief's Association to you without qualification or reservation.

You asked about the fee charged by the Association. We first used the Association about 1976. The fee then was slightly less than \$5,000. We used them again in 1980. The fee then was \$7,200.

Sincerely,


Arthur A. Mendonsa
City Manager

cc: Hon. John P. Rousakis

AAM



CITY OF DURHAM NORTH CAROLINA

OFFICE OF THE CITY MANAGER
101 CITY HALL PLAZA
DURHAM, NORTH CAROLINA 27701
919-683-4222

June 17, 1981

Mr. Ben Eisbart
City Councilman
The City of Fort Wayne
City-County Building - Room 122
One Main Street
Fort Wayne, Indiana 46802

Dear Mr. Eisbart:

The City of Durham was very pleased with the service provided by the IACP Assessment Center. It helped us confirm our evaluation of three candidates from inside the department and two from outside. Information gained from the assessment center was combined with an extensive background investigation, interviews, and a polygraph examination. I would say that the assessment center was especially helpful in gaining insight into the candidates' management styles, personal philosophies and standards. I would especially advise two or three persons to observe the assessors' conference at the very end of the process and then request an opportunity to ask additional questions of the assessors following their conference.

The IACP fee was \$3,900, including actual expenses. Our entire process cost almost \$10,000. This cost encountered some opposition on the Council, but I believe it has resulted in a feeling of confidence throughout the department, City government and the community that the current Chief was appointed on his merits after an exhaustive selection process.

Sincerely,

Barry L. Del Castillo
City Manager

BLD:stt

3 inside
2 outside
\$3,900

City of
Cedar
Rapids



Civil Service Commission

J. L. Kazimour, Chairman

G. W. Gable

T. M. Collins

19 June 1981

Councilman Ben Eisbart
City-County Building - Room 122
One Main Street
Fort Wayne, Indiana 46802

RE: International Association of Chiefs of Police, Inc. Assessment Center

Dear Councilman Eisbart:

Your letter of June 12, 1981, directed to the attention of Mayor Donald Canney, was referred to the Civil Service Commission for response since the Commission was directly involved in dealing with the International Association of Chiefs of Police (IACP) when their testing process was utilized to assist in selecting a Chief of Police for Cedar Rapids.

We have contracted with IACP twice, first in 1977 and again in 1979 following the retirement of the Chief selected in 1977. In both instances, we found IACP to be responsive to our needs, thorough, dependable and effective. Following the testing, all candidates agreed that it was probably the most comprehensive evaluation they had ever undergone. //

IACP testing was done in groups or "cycles" which include no more than six candidates each, and charges were based on the number of cycles required. In 1977, we had two cycles (11 candidates) for a total cost of \$6,800. and in 1979, we had one cycle (4 candidates) at \$5,500.. Since the fee included expenses, the total cost will no doubt have escalated proportionately with travel and lodging prices.

City officials, police personnel and the citizens of Cedar Rapids have been well pleased with the results of the IACP selection process and the Civil Service Commission would not hesitate to recommend it to you. If you have any further questions concerning IACP or their testing methods, we would be happy to respond.

Sincerely,

Janis L. Kazimour

Janis L. Kazimour, Chairman
Cedar Rapids Civil Service Commission

cc: Mayor Donald J. Canney
Commissioner Floyd T. Bergen

77-11 cand. 6,800
79 4 5,500

City of
Cedar
Rapids



Department of Public Safety
3rd Floor, City Hall, Cedar Rapids, Iowa, 52401

(319) 398-5057

June 16, 1981

Mr. Ben Eisbart
City Councilman
The City of Fort Wayne
City-County Building
One Main Street
Fort Wayne, Indiana 46802

Dear Mr. Eisbart:

Your recent communication to Mayor Canney concerning the Chief of Police selection process for your Metropolitan Police Department has been referred to my office for a response.

The International Chiefs of Police Association has performed the testing procedure for the Cedar Rapids Civil Service Commission for the office of Chief of Police on the last two occasions for which it was needed. I feel the persons involved were highly specialized professionals in whom I personally placed great confidence. This has been borne out by the quality of the immediate past Chief of Police as well as our present Chief of Police, and my office highly recommends this group to your City.

A copy of your communication has also been forwarded to the Civil Service Commission chairman, Mrs. Jan Kazimour, as I am sure she will have additional comments which will be of interest to you. If this office can be of further assistance, please do not hesitate to contact me.

Very truly yours,

Floyd T. Bergen
Commissioner of Public Safety

FTB:egh

cc: Mrs. Jan Kazimour,
Civil Service Commission
Mayor Canney

City of Melbourne



900 East Strawbridge Avenue

(305) 727-2900

Melbourne, Florida
32901

June 16, 1981

Mr. Ben Eisbart
City Councilman
City of Fort Wayne
1 Main Street
Fort Wayne, Indiana 46802

Dear Mr. Eisbart:

This is a reply to your letter regarding the services provided to the City by the International Association of Chiefs of Police.

Melbourne operates under the Council-Manager form of government, and responsibility for the appointment of a Police Chief rests with the City Manager. At our City Manager's recommendation, we authorized the retention of the IACP to assist him with the evaluation of applicants and the selection of a new Chief. The services were provided by the IACP during the summer of 1980.

Our City Manager, Samuel H. Halter, recruited for the Chief position, and received about 200 applications. With the assistance of the City's Staff, he screened these, and selected five finalists. The five finalists were invited to Melbourne to participate in an assessment center procedure put on by the IACP. The assessment center procedure consisted of a series of interviews and exercises to identify the strengths and weaknesses of each of the finalists. Following the assessment center procedure, the IACP provided Mr. Halter with detailed verbal and written reports of their findings. Using this information, Mr. Halter made his final decision.

Mr. Halter advised me that he was very impressed with the competency of the IACP representatives who conducted the assessment center procedure, and with the thoroughness of their evaluations. While I was not personally involved, I am sure this must have been the case, because our new Chief has proved to be an excellent choice.

Mr. Ben Eisbart
June 16, 1981
Page 2

The total cost of the IACP's services to us was \$5,400. The IACP fee was higher than that quoted for a similar scope of services by a local university. However, the City Council and Mr. Halter felt that the IACP's greater experience with such programs more than offset the cost differential.

Please contact us if we can be of further service.

Sincerely,

A handwritten signature in blue ink, appearing to read "Harry C. Goode, Jr.", with a stylized flourish at the end.

Harry C. Goode, Jr.
Mayor

HCG:ay



City of Bismarck

NORTH DAKOTA 58501

PERSONNEL DEPARTMENT

ERWIN WEISENBURGER
PERSONNEL DIRECTOR

• TELEPHONE 701/222-6401

June 15, 1981

*Woop.
6 finalists
4500.00*

Ben Eisbart, City Councilman
City-County Building
One Main Street
Fort Wayne, Indiana 46802

Dear Councilman Eisbart:

Your letter to Mayor Leary was referred to my office for answering. We did use the International Chiefs of Police Association when processing applicants for the Chief of Police position with the City of Bismarck.

They came on site and set up an assessment center for six final applicants out of two hundred and some applications. During their final evaluation both the City Commission and the Civil Service Commission sat in. Everyone was very pleased with the process.

This happened the early part of 1978. Everyone couldn't be more pleased with the results in the final applicant who is still Chief of Police.

Our cost at that time to send three people to Bismarck to run the two day assessment center was \$4500.00.

Sincerely yours,

Erwin Weisenburger
Personnel Director

EW:srf

CITY OF ASHLAND
KENTUCKY
CHARTERED 1854



OFFICE OF THE CITY MANAGER

June 22, 1981

Mr. Ben Eisbart, Councilman
City of Fort Wayne
One Main Street
Fort Wayne, Indiana 46802

Dear Mr. Eisbart:

As a professional City Manager, I have used IACP on two previous occasions. The latter instance had to do with selection of a Police Chief.

The IACP Accessment Center is a most acceptable selection process. It is designed to surface those qualities found in successful Police Executives. Community reaction was very good. Internal organizational conflict was reduced to a minimum, probably due to the fact that, as the media stated it, "Pro's were evaluation Pro's".

I recommend The International Association of Chief's of Police Accessment Center.


William L. Faught
City Manager

WLF/erm



Township of Plainsboro

641 Plainsboro Road, Box 278, Plainsboro, New Jersey 08536 (609) 799-0909

June 25, 1981

Mr. Ben Eisbart,
City Councilman
City of Fort Wayne
One Main Street, Room 122
Fort Wayne, Indiana 46802

Dear Mr. Eisbart:

Mayor Cantu has asked me to respond to your letter of June 12, 1981. Plainsboro Township did, in fact, use the International Association of Chiefs of Police in our process of selecting a Chief of Police during 1977-1978.

The process we used was to advertise for the position nationally and to narrow down the applicants to the best five. Following that process, we brought the IACP in and they did an assessment of each of the candidates. They assessed five candidates and the process took approximately two days. As I recall, the total cost was in the area of \$3,500.

We were extremely pleased with the job that the IACP did for us and were very pleased with the choice made.

I hope this answers your questions.

Very truly yours,

Peter I. Hechenbleikner,
Township Administrator

jkr

July 6, 1981

The Honorable Ben Eisbart
City Councilman
City of Fort Wayne
One Main Street - Room 122
Fort Wayne, Indiana 46802

Dear Councilman Eisbart:

This is to acknowledge your inquiry of June 12 addressed to Mayor Thomas regarding the International Chiefs of Police Association (ICPA) and their assistance to the City of Norfolk in selection of a Police Chief. You asked for a candid evaluation of the process used by the ICPA.

The contract cost was \$9,600 in 1976 and approximately twenty-four candidates were assessed through the process. The qualities of people must be weighed against each other. Qualities against qualities and people against people--the end object in such a process is to reach a balance that can best serve the needs of the community, department and the criminal justice system.

The process used by the International Association of Chiefs of Police included the "Assessment Center". This process gives the city an independent evaluation procedure of the capable person from outside the city/state who may be interested in the position to match against the person within the department and others who may be interested.

My judgment is that the process is worthwhile. It brings a perceptive insight to individuals within the department and can be used in future selections of high-ranking positions within the department.

I have used the process of ICPA twice, once in a previous city, and then once here in Norfolk. That may give an idea as to reactions. Several suggestions may be helpful if you use them.

A meeting of the head of the ICPA team prior to starting the process is valuable with whomever of the city (one or two people) will be a part of the ultimate decision process. This gives the team leader a feel of what (not who) the city is looking for generally and the city people an understanding of the process.



The Honorable Ben Eisbart
July 6, 1981
Page Two

Then city people should stay out of the process until completed or until the team leader calls. Except that the team leader might be receptive to the city representative dropping by at a point just to briefly see them at work.

Occasionally ICPA might suggest you or other city representative meet one of several of the candidates while they are in town. This especially applies to those who have traveled a long distance. It saves travel expense. Any such meeting should be very brief and it is helpful.

ICPA results are informational recommendations and informational results only. The city can select the top of the list, or even the bottom of the list. But, I believe you will find that what they do serves to sort and classify names in a valuable way that saves you a lot of time and pressure.

It is hoped the above will aid in your selection of a consultant for the position currently available.

Sincerely,



Julian F. Hirst
City Manager

cc: Mayor Thomas

City of Southfield

All-America City



26000 Evergreen Road
Southfield, Michigan 48076

July 16, 1981

Councilman Ben Eisbart
City of Fort Wayne
City-County Building
One Main Street, Room 122
Fort Wayne, Indiana 46802

Dear Councilman Eisbart:

Your communication of June 12, 1981 was forwarded to the Department of Public Safety for response.

The City of Southfield held an examination for Police Chief selection in the fall of 1977, which was conducted by the International Association of Chiefs of Police (IACP). The two candidates for Chief, both Captains, were sent to Washington, D.C., where the IACP Assessment Center is located. A written and oral examination were conducted by the Association. The examination took place without problem; no challenges or litigation resulted from the testing. Both Captain candidates indicated that the testing was conducted in a professional atmosphere and in an equitable manner. The total cost to the City for testing was \$1,300 plus lodging and travel expenses for two candidates.

The City of Southfield would definitely consider contracting the IACP if the need for such testing occurred in the future.

Sincerely,

Rollin G. Tobin
Sr. Director of Public Safety

RGT/mp

cc: Winfield C. Moses, Jr., Mayor of Fort Wayne
Donald F. Fracassi, Mayor of Southfield
Del D. Borgsdorf, City Administrator

MAYOR
DONALD F. FRACASSI

COUNCIL PRESIDENT
JAMES E. COLLINS

CITY CLERK
PATRICK G. FLANNERY

CITY TREASURER
ROMAN J. GRONKOWSKI

CITY ADMINISTRATOR
DEL D. BORGS DORF

JOHN E. BERAS

VICKI GOLDBAUM

STEVE S. HURITE

CITY COUNCIL
LILLIAN JAFFE OAKS

JAMES T. McDERMOTT

PHILIP B. PETERSON

City of Southfield

All-America City



26000 Evergreen Road
Southfield, Michigan 48076

July 16, 1981

Councilman Ben Eisbart
City of Fort Wayne
City-County Building
One Main Street, Room 122
Fort Wayne, Indiana 46802

Dear Councilman Eisbart:

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The City of Southfield would definitely consider contracting the IACP if the need for such testing occurred in the future.

Sincerely,

Rollin G. Tobin
Sr. Director of Public Safety

RGT/mp

cc: Winfield C. Moses, Jr., Mayor of Fort Wayne ✓
Donald D. Fracassi, Mayor of Southfield
Del D. Borgsdorf, City Administrator

MAYOR
DONALD D. FRACASSI

COUNCIL PRESIDENT
JAMES E. COLLINS

CITY CLERK
PATRICK G. FLANNERY

CITY TREASURER
ROMAN J. GRONKOWSKI

CITY ADMINISTRATOR
DEL D. BORGS DORF

JOHN E. BERAS

VICKI GOLDBAUM

STEVE S. HURITE

CITY COUNCIL
LILLIAN JAFFE OAKS

JAMES T. McDERMOTT

PHILIP B. PETERSON



City of Miami

HOWARD V. GARY
City Manager

August 4, 1981

The Honorable Ben Eisbart
City Councilman
The City of Fort Wayne
Room 122 -City-County Building
One Main Street
Fort Wayne, Indiana 46802

Dear Councilman Eisbart:

In response to your inquiry of June 12, 1981, the City of Miami utilized the services of the International Association of Chiefs of Police during the selection process of 1975. At that time, the resumes of all national applicants as well as the senior staff members of the Miami Police Department were reviewed and evaluated by the IACP. We found this service to be satisfactory.

The 1978 selection of the current Chief of Police did not, however, use the IACP in that a citizen's committee was formed to evaluate the applicants.

Sincerely,

Howard V. Gary
City Manager